



Business Plan for Indoor Beach Volleyball Arena

MOU Beachvolley Oy

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Bachelor's thesis
June 2012
Degree Programme in International Business
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ABSTRACT

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Tampere University of Applied Sciences
Degree Programme in International Business

CHAVES HORTA-LINNIKKO, LUCIANA: Business Plan for Indoor Beach Volleyball Arena: MOU Beachvolley Oy

Bachelor's thesis 46 pages, appendixes 2 pages
June 2012

The objective of this thesis is to create a business plan for Mou Beachvolley Oy where the most important details for the business success are explored and analyzed. The company's purpose is to run an arena with indoor sand fields for the practice of beach volleyball.

The company aims for more than just business and profit, having as main goal to promote the beach volleyball practice and to nest future champion players, who can represent Finland in the top levels of the sport. The company is working together with Mouhijärvi's sport club and with a local entrepreneur, and it has the support from the local inhabitants and entrepreneurs.

This thesis focuses more on marketing and actions to achieve the company's goals. The financial analysis was kept simple and clean, as the company's main service is renting the sand fields. A simple action plan was also created to keep the company on track for the business' start up.

Key words: Business plan, Beach volleyball, Market analysis, Marketing

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1 INTRODUCTION

The objective of this thesis is to provide a realistic and functional business plan for establishing a Beach Volleyball indoor arena in Mouhijärvi, Sastamala, Finland.

Beach volleyball is a variation of indoor volleyball. It is played on a sand field by two teams with two players each, and its objective is to ground the ball on the opponent's half of the field, over the net. The sport is reported to be played since the beginning of the last century, and has become more and more popular with time. It officially became part of the Olympic Games in 1996, in Atlanta, USA.

When it comes to incentives and practicing, there are striking differences between indoor and beach volleyball. The indoor players have the chance to practice all over the year, despite the weather conditions, and the players have the support of a local team, which provides the sport hall, instructors, equipment, and even financial support or a salary for its players.

The beach volley players, on the other hand, don't have any team support for their practicing, as they don't represent a team, but a couple. In other words, there is no organization to support their training with equipment, instructors, nor financial aid. In addition, having access to outdoor beach volley fields only during the short Finnish summertime won't allow the players to achieve good results in any international tournament.

Mouhijärvi has developed a deep Volleyball culture throughout the years, and it has attracted people of all ages to practice the sport. In the past couple of years it has been focusing yet more effort in Beach Volleyball. Championships have been organized during summertime in the four Beach Volley fields at Hyynilä.



Figure 1: Beach volleyball courts at Hyynilä



Figure 2: There are 4 courts available in Hyynilä

There is a local desire of creating an appropriated environment to improve the skills of Finnish Beach Volley athletes, elevating them to a World Championship category. And that is where the need for an indoor arena comes from.

The first idea was to administrate the new arena under Mouhijärven Urheilijat ry's name (MoU), which is a sport club operating since 1937. After some financial considerations (chapter FINANCIAL PLAN), it was clear that this has the potential to be a profitable business and, therefore, not compatible with MoU sport club, which is a non-profitable association. So a new company should be established and financed in order to proceed with the arena creation.

Creating a business plan for the new company's project is crucial, as a business plan will bring to light the important details, the risks, the strengths, and also give a broad view of the whole project. According to Abrams (1993, xxxiv), with a proper business plan, the entrepreneur will be able to:

- Make the critical decisions to keep the activities on the right track and to maximize the company's resources.
- Have a clear idea of the financial aspects of the business, including cash-flow and break-even requirements.
- Collect key information about the industry and marketing strategies.
- Forecast obstacles to the business and prepare the company to avoid or overcome them.
- Specify the goals and the means to achieve them.
- Spot different ways to grow and increase the company's profits.
- Use the business plan as a funding resource too.

2 COMPANY DESCRIPTION

MOU Beachvolley Oy shall be a company registered under the private Limited Liability Company model, where “shareholders shall have no personal liability for the obligations of the company” (Ministry of Justice 2010, 1).

The main objective of MOU Beachvolley Oy is to enhance the Beach Volley culture in Finland, especially in the Pirkanmaa area, becoming itself a nest for future talents that could represent Finland in all levels of beach volley competitions.

In order to achieve this goal, the company intends to offer indoor sand fields with good quality and accessible prices, which would allow athletes to practice as often as needed. The arena would also be used to offer beach volley practices for juniors and special intensive programs coached by international professionals.

In case potential athletes would be revealed, the company intends to sponsor their training and career, offering cheap/free access to the arena and/or financial support.

Although profit is not the main goal of the company, it is still necessary to keep it running and improving its services. Also the shareholders should be able to get some return on their investment. In that sense, it has been taken into consideration that the shareholders must share the same goals as the company, and therefore it is not enough to have the money to buy a share, but also to have the passion for the sport.

2.1 Ownership and Management

MOU Beachvolley Oy was created on 06.04.2012 with the participation of 10 shareholders, when each of them committed on investing the same amount of money.

2.1.1 The aim of the company

MOU Beachvolley Oy's aim is to develop a beach volleyball action in Sastamala and in Finland. The company will support junior and recreational activities, and seeks to promote Finnish beach volley players access to the top of the world.

The company will provide access to indoor beach volley training/playing year-round. The profits will be divided equally between the shareholders as well as invested in the development of the sport and athletes.

2.1.2 Transferring/Selling the shares

If and when any of the signatory decides on selling his or her shares, the company's shareholders will have the priority in buying these shares. The shares can be purchased either by one or more existing shareholders. The other shareholders will have two (2) months to consider the purchase. If none of the company's shareholders wants to buy the offered shares, then the shares can be sold freely to anyone.

2.1.3 Changes in the agreement

Amendments to this agreement can take place if at least two-thirds (2/3) of the shareholders are in favor of the change. Change in the shareholders' agreement will be confirmed in writing and signed by who supported the change.

2.1.4 Competition

The shareholders committed themselves to not take part in any company that is or could be competition for MOU Beachvolley Oy. In case of selling his or her share, the shareholder is also committed to not take part in any competitor during one year, counting from the date of the share selling.

2.2 Partnerships

There are many important partnerships and sponsoring relationships which are fundamental for the start up and success of the company. They are all related to beach volleyball or supportive to the activity. They are the following:

- Mouhijärven Urheilijat – the non-profitable club is an important partner in many levels, from financial support to sponsorship attractiveness. The club is investing money in the social area of the arena, as well purchasing the sand and equipments for the fields. In return, the club will get a number of time slots enough to run training classes for local juniors. When the correspondent amount of time meets the amount of investment, the club will buy the time slots with negotiable discount.
- Poliisi-Biitsi ry – the police beach volley club is entering as one shareholder and, moreover, with all the financial support it can get. Over the years Poliisi-Biitsi has been collecting money from companies who sponsor beach volley activities all over Finland. And as a shareholder the club will be committed to bring sponsors and customers to the company.
- S&P Kuljetus ja Kone – owner of the arena, the company has been very supportive and flexible in the negotiations, agreeing with rental prices below the market prices. While the building belongs to S&P, all the equipment inside it belongs to Mou Beachvolley, i.e., sand, furniture, nets, cabinets, showers, sauna stoves, etc.

- Sastamala's entrepreneurs – the local companies and entrepreneurs have been supporting the volleyball in the past years, and they are very eager to support the beach volley in the future. Many have already committed with buying advertisement space in the arena, sponsoring the junior trainings or simply sponsoring the sport by donating money and/or equipment.

2.3 Mission

Mou Beachvolley oy's mission is to enhance the beach volleyball practice in Finland by offering the proper environment and motivation. Moreover, its mission is not only to promote the sport, but also to make people from all ages and backgrounds to embrace the sport and to give the extra necessary support for the promising athletes who could represent Finland in international competitions.

2.4 Vision

Mou Beachvolley' arena will be a reference for beach volley activities in Finland. From its courts will come the next winner beach volleyball generation.

3 MARKET AND CUSTOMERS

3.1 Mouhijärvi's and its surroundings volleyball culture

Mouhijärvi has been strongly involved with volleyball for many years. It is a small community, with a population of 3 000 people, where sport and hobby opportunities are very scarce. Volleyball appears as an affordable and practical activity, as it does not demand any special hall (the school hall is perfectly suitable), nor special equipment for the players.

Also the numbers of players necessary for the sport is compatible with the size of a small village. While soccer and ice hockey demand 11-12 players per team, volleyball needs only 6 players to make a team, and beach volleyball needs 2 players per team.

Bearing in mind the size of Mouhijärvi and its population, it can be considered an amazing achievement to have a home team playing in the first division in 1986 for the first time, then again in 2003 and 2004. Another great result was to win the Finnish Juniors Championship in 1995. With this history it is clear for the children and adolescents that the best way to succeed in sports inside Mouhijärvi is through volleyball. These previous good results also encouraged amateurs from all ages to practice the sport – from children to elderly.

Vammala, about 30 km from Mouhijärvi, is considered a hot spot for volleyball, which is the #1 sport in the city. The local team, VaLePa, has been competing in the League for the past 20 years and always has full house in their home matches. In 2011/2012 VaLePa won the league championship, bringing yet more followers to the sport.

Like in Mouhijärvi, this passion for volleyball has motivated people from all ages to follow and practice the sport in Vammala. And the professional athletes rose in those two cities play (and have been playing) not only for the local teams, but also in other teams around Finland and even in the Finnish National team.

And for what concern beach volley, in the past years more and more tournaments have been organized by MoU club in Hyynilä, Mouhijärvi, and they have been getting more and more popular during the summertime.

3.2 The volleyball culture in Finland

The Finnish Volleyball Association is one of the biggest national sport federations in Finland and a member of the Finnish Sports Federation. It's also a member of the International Volleyball Federation (FIVB), which has 219 member countries.

The volleyball culture in Finland can be illustrated by some numbers given by the Finnish Volleyball Association (Suomen Lentopalloliitto Oy):

- Finland has approximately 150,000 volleyball devotees, 30,000 of them are youth players. The number of registered players is 14 000, of which over 8 700 are junior players.
- There are 900 classified referees and 800 youth referees in Finland.
- 2 600 teams play in the series of the association, of which 1 400 are junior teams. In addition, there are many regional and local series.
- The association organizes competition activities for 9-21 years old youths. Men play in seven and women in six series levels.
- Finland has eight National Teams: men, women, boys (3) and girls (3).
- Men's National Team plays in the World League.
- The world's biggest youth volleyball tournament, Power Cup, is annually organized in Finland (2006: 918 teams).
- The National Beach Volley Championships Tour and finals are organized every summer. Youth and veterans have also their own national championship tournaments.
- The Finnish beach volley players also participate in the World Championships and European Championships. The first FIVB World Tour tournament will be played in Finland (Åland) 2007.
- The Finnish Volleyball Association has approximately 700 member clubs.

3.3 Potential customers

The main potential customers of the beach volley arena are locals from Sastamala and Tampere area. The sport has many amateur and professional players from all ages in these areas.

The local schools are also potential customers, specially the schools in Uotsola, Mouhijärvi, which are in a walking distance from the arena. An agreement with those schools can be done so the students could use the fields in determined time slots.

Customers from other parts of Finland are also expected. It is known that some players travel from Hämeenlinna to Helsinki to play indoor volleyball, and MOU's arena could be a more affordable option for those players, as distance wise there wouldn't be much difference. Also people from places like Jyväskylä and Lappi (Rauma) have mentioned their interest in coming all the way to Mouhijärvi to play in the indoor arena.

Companies will also be targeted and offered the arena as a place for socializing events for their employees.

4 MARKETING AND SALES

According to Philip Kotler, cited by Irwin, “marketing is the analysis, planning, implementing, and controlling of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives” (2002, 2). It is a deep study on how the company can fulfill the market’s need and desires, including pricing, distribution and communications strategies.

The marketing activity can be dismembered in the 4 components of the Marketing Mix: Product, Place, Price and Promotion. “Marketers must carefully consider the many factors that affect the marketing mix elements. Product offering for sports and entertainment must be constantly evaluated and updated. Individuals have many entertainment options for their limited discretionary income” (Kaser 2008, 6).

4.1 Product

MOU Beachvolley oy’s product – or service, in this case – is basically the offer of a proper indoor space for beach volley practice all over the year, despite the weather conditions. The company will offer 3 natural-sand fields, which will be available 24 hours per day, 7 days per week.

The booking system will be all electronic, made online through the company’s website, and the payment will be made at the same. When the customer pays his or her booking, he or she will receive a code to the electronic door that gives access to the arena. That way the company does not need to have an employee at the site to open doors, receive payments, etc.

In addition to renting the fields, the company will also offer training for juniors (and for everyone in the future), organize tournaments, and rent the whole arena for parties and socializing.

4.2 Place

As mentioned before, the arena is located in Mouhijärvi, Sastamala. As the company is selling the time in its sand fields, the only possible place for the transition is in the arena. The arena consists of three natural-sand fields, which follow the official dimensions. The playing area includes the playing court and the free zone.

“The playing court is a rectangle measuring 16 x 8 m, surrounded by a free zone with a minimum of 3 m wide and with a space free from any obstruction up to a height of a minimum of 7 m from the playing surface (...) The terrain must be composed of leveled sand, as flat and uniform as possible, free of rocks, shells and anything else, which can represent risks of cuts or injuries to the players.” (FIBV - Fédération Internationale de Volleyball 2009, 8).

The arena will also offer two separate changing rooms, with toilets, showers and sauna, and a mezzanine, where visitors can watch the matches and tournaments, or where companies can organize, for instance, meals for their socializing events.

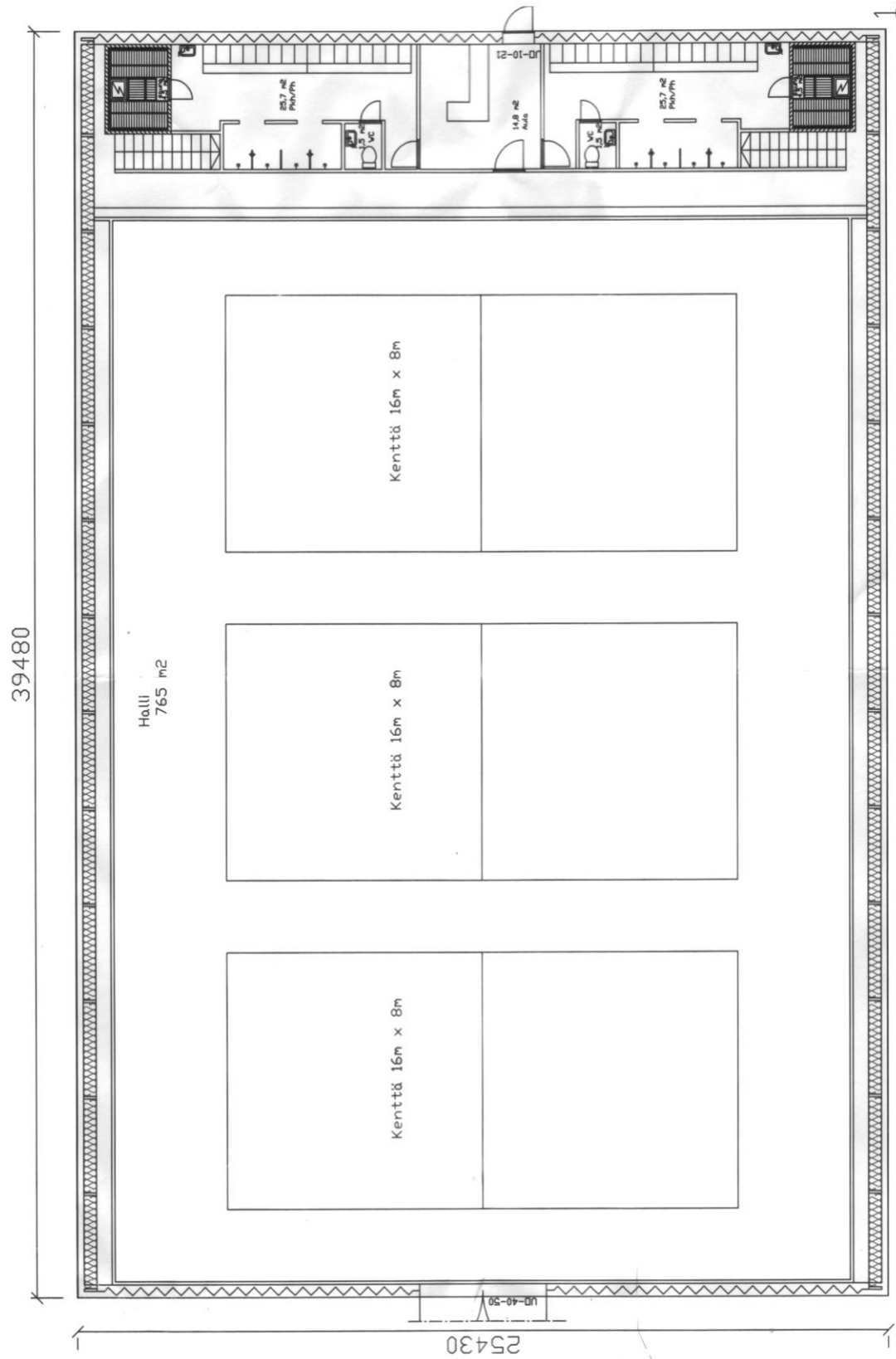


Figure 3: Mou Beachvolley' arena

4.3 Price

When it comes to price, the most important factor to define its boundaries was the customers' willingness to pay for the service. Clearly the costs have to be taken into consideration when establishing the minimum price asked, but maximum limit has to be set by the customers' limits. And sometimes the minimum and the maximum limits were very similar.

In order to understand how much the customer is willing to pay for the service, an informal research was made among the known players and friends, where they were asked how much they would pay for using the arena, and for how long they would be willing to play each time.

The response was that €15 (fifteen Euros) would be the limit for each player, and that 1,5h (one and a half hour) would be the appropriated time to play the sport. Based on that information, it was decided that the basic price for renting a field would be 40€/h, and that the minimum time of rent would be 1,5 hour, making a total of 60€ per field for 1,5 hour.

The initial plan included only two fields, and the first financial considerations were made based on the incomes that would result from them. Later on the owner of the building decided to add some extra meters in the construction length, providing enough space for a third field.

The company decided then to give the third field a different treatment. This field minimum time rental is 2 hours, and the price for this extra half an hour does not follow the previous math. It was thought that it would incentive people to play longer, and pay a bit more, if the price per hour was somehow cheaper, giving the feeling of investing a very small extra amount of money per player for an extra half an hour of leisure.

The company will start the sales by offering fixed slots for people who would be willing to pay in advance in order to get the same time slot for a whole season. Discounts will be offered for these customers, giving both the company and the

customer advantages. The company would have some presale, guaranteeing that some amount of hours would be sold every month, and the customer can have his or her favorite time schedule available and for a cheaper price.

The permanent time slots will be sold by seasons: autumn (September – December), spring (January – May) and summer (June – August). The summer season will be sold for a somehow symbolic price, as the sport can be practiced outside then. However, as even the summer can be rainy and cold, buying the whole season for a very cheap price can still be attractive. Saturdays will not be available for permanent bookings as they can be reserved for tournaments and special events. It will also be agreed with the buyers of the permanent bookings that, if the company needs to cancel their time in order to use the arena for some especial event, the customer can pick another slot to replace the one taken. The prices for the whole season 2012-2013 are shown in Table 1: Prices for permanent shifts 2012-2013.

Table 1: Prices for permanent shifts 2012-2013

	1,5 hour	2 hours
Autumn (17days)	850€ (212,50€/month) (50€/shift) 800€ if one payment (47€/shift)	1105€ (276,25€/month) (65€/shift) 1000€ if one payment (58,80€/shift)
Spring (22days)	1100€ (220€/month) (50€/shift) 1000€ if one payment (45,50€/shift)	1430€ (286€/month) (65€/shift) 1250€ if one payment (56,80€/shift)
Autumn+Spring (39days)	1950€ (216,66€/month) (50€/shift) 1750€ if one payment (44,90€/shift)	2535€ (281,66€/month) (65€/shift) 2200€ if one payment (56,40€/shift)
Summer (13 days)	100€ one payment	130€ one payment

The night/dawn hours will follow the same logic as the summer shift. Although it looks as a very unattractive shift for practicing beach volley, one can never underestimate the customer's desires. Since the arena does not need any employee to function, it can be accessed 24h per day, 7 days per week. And if some customer wants to play beach volley late at night, or early in the morning, before work, for instance, the arena will be available for a symbolic price.

Therefore the arena will have 6 (six) different price options: normal shift, prime shift, and night shift, for 1,5 or 2 hours. The different price categories are divided as shown in Table 2: Timetable and price categories.

Table 2: Timetable and price categories

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday		
	Field 1	Field 2	Field 3	Field 1	Field 2	Field 3	Field 1	Field 2	Field 3	Field 1	Field 2	Field 3	Field 1	Field 2	Field 3	Field 1	Field 2	Field 3	Field 1	Field 2	Field 3
8 - 9	1		1													1		1			
9 - 10																2					
10 - 11	2		2													3		2			
11 - 12	3															4		3			
12 - 13	4		3													5		4			
13 - 14	5		4													6		5			
14 - 15																7					
15 - 16	1		1													8		6			
16 - 17	2		2													9		7			
17 - 18	3		3																		
18 - 19	4		4																		
19 - 20	5		5																		
20 - 21	6		6																		
21 - 22	7		7																		
22 - 23																					
23 - 00																					
00 - 1																					
1 - 2																					
2 - 3																					
3 - 4																					
4 - 5																					
5 - 6																					
6 - 7																					
7 - 8																					

1,5h	Prime Shift 1,5h	Night shift 1,5h	2h	Prime Shift 2h	Night shift 2h
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Fields rental*	Price	
1,5h	35€	
1,5h Prime Shift	60€	
1,5h Night Shift	20€	
2h	50€	
2h Prime Shift	70€	
2h Night shift	25€	* Autumn, Winter and Spring

4.4 Promotion

According to Mullin, cited by Irwin, “Sport marketing consists of all activities designed to meet the needs and wants of sport consumers through exchange processes. Sport marketing has developed two major trusts: the marketing of sport products and services directly to consumers of sport, and marketing of other consumer and industrial products or services through the use of sport promotions” (Irwin 2002, 2).

Mou Beachvolley Oy can take advantage of both marketing strategies mentioned above. The first strategy, marketing sports services directly to consumers of sport will be done by advertising its services to the target consumers in different ways.

The first and most important advertising tool is the word of mouth. Word-of-mouth marketing, also called word of mouth advertising, is a free form of promotion, made by satisfied clients who “spread the word” about the good aspects of a business, a product or a service. It can happen anywhere, in written or oral form, and it can reach thousands of people fast, for instance in internet discussion forums, facebook, or during friends’ chitchat. It is a very reliable way of advertising exactly because it is free – the customers relate what they experienced without being directed by the company’s desires.

In this case, the word-of-mouth is not spreading the customer satisfaction, as the arena is yet to be built, but instead it is spreading the anticipation of its ser-

vices. The *buzz* about the new indoor sand fields is already significant among beach volley players and fans, and many people from many different parts of Finland have been asking more information about the project.

As the word-of-mouth keeps being broaden, other means of advertisement are taking place. In a small place like Mouhijärvi, it is very common that most of its inhabitants know each other, and any news that come up is easily spread among people with different professional background. Therefore, the journalist, the bank manager, the students' parents, the policeman, they are all aware of the upcoming arena and they are spreading this news in their own workplace. Thanks to that, even the local newspapers have already published a couple of articles about Mou Beachvolley's arenas (e.g. Appendix A – Tyrvään Sanomat and Appendix B – Alueviesti).

The company's shareholders have always been related to volleyball activities, and this networking is also an important part of promoting the arena. The connection with important volleyball players and tournaments organizers has already brought attention to the arena.

Mikko Esko, who plays for Finland's national volleyball team and holds a Finnish Beach Volleyball championship, started his career in Vammala and knows the importance of sport projects for juniors. Mikko and Riikka Lehtonen, who is a top volleyball and beach volleyball player in Finland, have already accepted the invitation to god parenting the juniors and add their face to the arena promoting. It has also been said that they could visit the juniors' trainings every now and then.

It has also been discussed with the Federal Volley Association that the arena could be part of sport news on TV during the broadcasting of the Beach Volley Tournament, in August 2012.

The company intends to invest on juniors and tournaments also as a part of the promotion strategy. Once you get the children interested in the sport, you are also getting the parents attention. The company can organize juniors and pro-

fessional tournaments, gathering also people to watch the matches and get to know the arena. During the tournaments the company will also sell refreshments in the grandstand for the people watching the games.

Another way of advertising the arena that will be used is the social network Facebook, where the company will create its own page. This is a free tool where the company can advertise its upcoming events, tell about promotions and discounts, promote the benefits of practicing the sport, etc.

“Facebook gives people the power to share and makes the world more open and connected. Facebook is helping to build essential connections between people and the things they care about. These people include family, classmates, teammates, co-workers, and people from our hometown. And these things include songs, foods, businesses, sports, hobbies and places. When people connect to a business on Facebook, that business has a direct connection with them and an opportunity to engage them in conversation. People are connecting with their favorite businesses, and telling their friends which businesses and products they love. Today, there are 901M people on Facebook sharing the things they care about, and liking/commenting on 2B posts every day.” (Facebook Marketing Solutions)

Since the promotion has already taken so many results from different resources, the company decided not to invest on paid publicity in the first moment. As the business starts and there is a clear view on the company's incomes, paid advertisements might be placed in newspapers, sports events, sports magazines, internet pages, etc.

As for the second marketing trust, marketing of other consumer and industrial products or services through the use of sport promotions, Mou Beachvolley Oy has designed different options for other companies to advertise within Mou's business, as seen in Table 3: Advertisement options and prices.

Table 3: Advertisement options and prices

Advertisement on Juniors' uniforms	300-500€/year
Big advertisement inside the arena (200x400cm) ¹	1000 €/year
Big advertisement inside the arena (200x400cm) ¹	2000 €/3 years
Small advertisement inside the arena (60x200) ¹	500 €/year
Name of the company in the sponsors list inside the arena	100 €
Advertisement on Juniors' uniforms + "godparent" agreement ²	1000 €/year
Name one of the 3 fields – big advertisement + net advertisement + advertisement on the internet page ³	1500 €/ year
Name the arena (e.g. Kodak Hall, Hartwall Areena, Nokia Concert Hall, etc.)	10000 €/ year

So far, some companies have already booked the name for 2 fields and small advertisement spaces. The companies located in Mouhijärvi and its surroundings have always supported the sport club's activities and they promptly came on board with the arena's creation. Most of the entrepreneurs have children or grandchildren who will also benefit from the sport activities, and that is the main reason why they are all very supportive.

¹ The advertisement dimensions can be changed to adapt the company's logos

² Players report to supporters the sponsored activities and development, and can be used by the supporters in small voluntary works or other events.

³ The idea for this advertisement came from Biitsi.fi, who has its courts named after sponsors.

5 COMPETITION

In the sports field, competition is much broad and somehow difficult to spot. While it is easy to perceive the competitors that might offer the same service as your company, the same cannot be said about all different activities that differ from one's activity, but yet can drive customers away from one's business.

Mou Beachvolley customers can be segmented into two different classes: one of players that are passionate by the beach volleyball, and have this sport and #1 physical activity option. The other class can be defined by people who like the sport, but once the matter is financial, they might just find another way to exercise. In that sense, Mou has to take both segments into consideration.

5.1 Direct competition

Considering the type of service to be offered – indoor beach volleyball fields – it is correct to say that Mou has only 2 competitors in Finland: Karkkimalan Beach Volley –halli, in Karkkimala, near Vaasa, and Biitsi.fi, in Helsinki.

Karkkimalan Beach Volley –halli has one field with quartz sand, a grandstand, 2 dressing rooms with shower, one sauna, a kitchen and a meeting room. As Mou, the field is also rented for 90 minutes shifts, and the company offers single bookings and permanent bookings. The hall can also be used for socializing events and tournaments. The price in Karkkimalan hall is 24€ per 90 minutes, for 4 players. The hall charges 3€ for each extra player. Fixed slots can be negotiated with the company.

Biitsi.fi is a fancy arena, with 3 quartz sand courts, bar, chilling lounge and sauna area. The arena also rents the fields for 90 minutes and the price for each shift is 72€ until the end of May, and 112€ starting from June 2012. Fixed shifts are also available – the prices per month vary from 252€ to 312€ and the customer has to buy the whole year, including the summer months.

While these two arenas offer the same service as Mou's arena, they cannot be considered threatening competitors. The main reason for that would be the combination of location and price. While the price in Karkkimalan hall is very attractive, one would not travel all the way from Pirkanmaa to play beach volley when the same service is offered for a bit more expensive price in the surroundings. As for Biitsi.fi, since the difference of price is so big, it could mean that their customers from Hämeenlinna would rather travel 119km to Mouhijärvi instead of 100km to Helsinki to play.

5.2 Indirect competition

While the two companies mentioned before are not to be considered strong competition for Mou's arena, the other means of sports and physical activities that one can choose can be considered strong competition for the beach volley practice.

As mentioned before, in a small village in the countryside the sport options are quite limited. Of course one can do individual sports for free, like running or skiing, but when it comes to group sports, the options in Mouhijärvi and its surroundings are basically ice hockey and soccer and, of course, volleyball. Ice hockey and soccer are seasonal sports. One is played indoors, but the ice halls are only available from September/October until April. The other is played outdoors and, because of the weather characteristics in Finland it can only be practiced from middle Spring until middle Autumn.

Volleyball, on the contrary, can be practiced all over the year, as it's played indoors and requires no special court features. With the construction of the indoor sand fields, the same will be true also for beach volleyball practice, with a plus that the sport can also be practiced outdoors during the summer. Moreover, beach volleyball requires no special equipment for the players – not even shoes – meaning that for the children and teenagers who live nearby, this might be the most fun and affordable mean of exercising.

In order to incentive the practice of this sport, the company intends to invest heavily in juniors training. It was agreed with Mou Urheilijat that the volleyball activities will cease and the actions will be focused on beach volleyball instead.

This is a win-win situation for both Mou Beachvolley and Mou Urheilijat. For the traditional volleyball there is only one court available in Mouhijärvi's secondary school, meaning that only a small amount of kids could take part in the training. With the new arena, 3 fields will be available for training, and the number of kids per training can increase considerably (keeping in mind that although only 4 people play a match, the training can be done with more players in each team).

The tournaments are also an important key to keep the interest in the sport and gather more participants. The company plans to organize competitions for juniors, bringing also their parents closer to the sport. Special tournaments can be organized for special dates, like Mother's or Father's day, where the parents could also take part. There will be tournaments for professional players for amateurs, for the elderly, all different categories of competitions in order to capture as many followers as possible for the sport.

6 FINANCIAL PLAN

The financial plan is the section of the business plan that shows whether the business idea is viable or not. It is “A comprehensive evaluation of an investor's current and future financial state by using currently known variables to predict future cash flows, asset values and withdrawal plans” (Financial Plan).

Mou Beachvolley oy is starting its business with the support of Mou Urheilijat, and that includes also a financial support. The company initial investments include the construction of the social area inside the arena and the equipment needed for practicing the sport, i.e. sand, nets, balls, etc.

Because the shareholders' investment is not enough for all these expenses, and since the company does not want to start business with a bank loan, it was agreed with Mou Urheilijat that the club would be responsible for purchasing the materials and the labor for the social area construction, as well for the purchasing of the sport's equipment. The club's investment is shown in Table 4: Mou Urheilijat's investment.

Table 4: Mou Urheilijat's investments

Investment	Cost (estimative)
– Social area – material + construction	30 000€
– Sand for the fields	8 000€
– Equipment (nets, balls, etc.)	5 000€
– Lights	3 000€
TOTAL	46 000€

The purchasing of the material and the construction of the social area will be done by the owner of the arena, S&P Kuljetus ja Kone, and the payment will be made directly from the sports club to S&P. This solution was chosen based on the “gossip” strength in such a small village as Mouhijärvi. As said before, in this kind of small place everybody knows everybody, and if the company would in-

intermediate the payment by receiving the money from the club and paying forward to S&P, there surely would be some people believing that the company's shareholders are taking money from the club to invest in their own private business, instead of seeing it as a loan. The payment of this loan to Mou Urheilijat is shown in Table 5: Mou Beachvolley payments to Mou Urheilijat.

Table 5: Mou Beachvolley payments to Mou Urheilijat

Means of payment	Cost per year (estimative)
– Time slots to be used by juniors and other club's members	8 shifts per week, in the normal time (not prime nor night time) x 2 fields (1,5h) x 39 weeks x 35€
TOTAL	21 840€

The company will also repay the club's investment with the money collected with the advertisements sold and whatever is left by cash as soon as the company starts to make profit.

Apart from the investments mentioned above, the company will also have other costs that it will pay itself. They are costs to establish the booking service and the costs to keep the arena functioning. Those costs are specified in Table 6: Other investments paid by Mou Beachvolley: and

Table 7: Expenses.

Table 6: Other investments paid by Mou Beachvolley:

Investment	Cost (estimative)
– Internet page	300€
– Online booking and payment service + Electronic lock in the entrance door	2 800€
TOTAL	

Since the company does not expect, or does not count on much activity during the Summer, some expenses were calculated for only 9 months during the year,

like cleaning and water. Other expenses, however, will exist no matter if the arena is functioning or not, like the internet services and rental of the building, for instance, and they were calculated for the 12 months of the year. To keep the estimative in the secure side, i.e. not giving much space for unpleasant surprises, it was added the Miscellaneous budget for 12 months, and this budget should be enough to pay accounting services and any other expense that might come.

Table 7: Expenses

	Rent/m ² (-VAT)	Cost/month	Cost/month (-VAT)	Quantity (months)	Cost/year (-VAT)
Rent (936 m ²)	3,00 €	3453,84	2 808,00	12	33 696,00
		Cost	Cost (-VAT)	Quantity	Cost/year (-VAT)
Electricity (year)		4 000,00	3 252,03	1	3 252,03
Heating (year)		11 000,00	8 943,09	1	8 943,09
Water (month)		200,00	162,60	9	1 463,41
Cleaning (month)		400,00	325,20	9	2 926,83
Online booking (month)		115,00	93,50	12	1 121,95
Miscellaneous (month)		500,00	406,50	12	4 878,05
TOTAL/Year					56 281,37 €

In order to cover the expenses, a break-even analysis was made. “The break-even point (BEP) is the point at which cost or expenses and revenue are equal: there is no net loss or gain” (Break-even). To make this analysis and keep the results on the safe side, it was considered that the company would not get any income during the summer months. Also the night shifts and the permanent shifts were not taken into consideration. Other incomes that could result from offering special courses, “boot camps”, socializing events or any other activity that is not considered as ordinary field renting were not considered, as they are extra activities and cannot be precisely forecasted.

Although the break-even point means nor profit nor loss, the one presented here shows a small profit. This happens as it was calculated by estimating the

amount of hours that should be sold per month, and once you reduce one slot per month, the result jumps right away from the plus side to the negative side of the results. However, it still gives a clear idea about how much the company should sell to avoid losses. The incomes are shown in Table 8: Incomes, and also the profit resulted after the calculated expenses shown in Table 7: Expenses. Table 9 shows the amount of available time slots or shifts per month and the necessary utilization percentage needed to achieve the break-even point.

Table 8: Incomes

Fields rental	Price	Price (-VAT)	Bookings /month	NET Income /month	Quant. (months)	NET Income /year
1,5h	35,00	32,11	36	1155,96	9	10403,67
1,5h Prime Time	60,00	55,05	80	4403,67	9	39633,03
1,5h Night Time	20,00	18,35	-	-	9	-
2h	50,00	45,87	-	-	9	-
2h Prime Time	75,00	68,81	8	550,46	9	4 954,13
2h Night time	25,00	22,94	-	-	9	-
Tournaments	400,00	366,97	1	366,97	4	1 467,89
TOTAL/Year						56458,72 €
PROFIT/Year						177,35 €

Table 9: Break-even – fields' availability and utilization

Fields rental	Available Booking slots/Month	Utilization
1,5h	200	18 %
1,5h Prime Time	304	26 %
1,5h Night Time	392	0 %
2h	80	0 %
2h Prime Time	60	13 %
2h Night time	140	0 %

From Table 9 is clear that the company has a lot of space to grow and achieve great profit. It is unreal to believe that the company can achieve 100% utilization of its capacity, but it is very possible to achieve total capacity usage of the Prime Time slots, for example.

7 RISK ANALYSIS

Risk analysis can provide management with vital information on which to base sound decisions. A throughout risk analysis can provide answers to many questions, such as: Is it always best to prevent the occurrence of a situation? Is it always possible? (...) The eventual goal of risk analysis is to strike an economic balance between the impact of the risk on the enterprise and the cost of implementing prevention and protective countermeasures. (Broder 1984, 4).

7.1 SWOT-Analysis

The SWOT analysis was the tool chosen to analyze the risks for this business, as it can help to identify the risks and opportunities that might occur and forecast actions to manage these situations in the best possible way. SWOT stands for “strengths, weaknesses, opportunities and threats”. The SWOT analysis examines each of these characteristics and work as a tool for making important decisions such as strategic actions to expand the company, opportunities in the marketing campaigns, whether the company can make financial investments or cuts, etc.

7.1.1 Strengths

The strengths are the business internal characteristics and should be the factors that contribute for the company's success.

- Low initial investment – the company will rent the arena and will get the necessary equipment from the sports club as a loan with no interest.
- Reasonable contract with the Arena landlord, with low rental prices

- The shareholders have known each other from very long term and they have a long history of good cooperation, especially in volley activities.
- The shareholders are connected to all levels of volleyball, from amateurs to professionals – from different parts of Finland (Helsinki, Vammala, Rauma, Nokia, and Mouhijärvi).
- Some of the shareholders have a great connection with local schools in Nokia, Vammala and Mouhijärvi, and since there are not so many hobby options for the kids in these areas, it could be reasonable to make cooperation with the schools.
- Police Beach Volley Club is committed with supporting the company and might bring players from all over Finland.
- Location – the arena is located in the middle of a volleyball culture area.
- Low prices for customers, as the main goal of the company is not profit.
- Use of natural sand – in terms of impact, it behaves the same way as the sand used in outdoors fields and in competitions. The alternative, quartz sand, has been reported as being too soft.
- Indoor Volleyball players started to notice that beach volley has smaller risk for injuries and yet is more physically demanding. It is the natural option for ex-indoor players to shift to beach volley.
- There are no competitors – the other two companies that offer similar service are located hundreds of kilometers away.

7.1.2 Weaknesses

The weaknesses of a company are also internal characteristics that demand extra attention in order to avoid damages to the business' performance.

- Use of natural sand – the same sand used in the outdoor fields will be used in the indoor arena. However, it is not possible to predict if it will become dusty indoors, although it works fine outdoors. The other alternative, quartz sand, is too expensive and does not fit the company's budget. To prevent the dust, some ideas have already come up, like using sprinklers to keep the air moisture or even simply throwing water on the

sand. A study to manage dust in horse arenas suggests that salt could help keeping the moisture level high, keeping the dust down (Wheeler, Eileen Fabian 2006;).

- This is a relatively new kind of business in Finland – it is not possible to evaluate how the market might behave. In this sense, it is very important to have and keep the support of the sport club and the community.
- The shareholders, i.e. the people responsible to start and run the business, are not experienced entrepreneurs. They all have jobs, and this company will not become anybody's full shift job. Not all the shareholders are pro-active and, if the few active people "burn out", the business could collapse. In the future, if this somehow starts to become a problem, the company will have to add professional management/employees to its costs.

7.1.3 Opportunities

Opportunities are external factors that might collaborate for the company's success.

- Return on investment from juniors, who might become future customers. Also their interest in the sport might influence their parents, and why not, grandparents, to practice the sport.
- The landlord plans to build another hall, which will be used as warehouse for his own company now, but which can also be rented for another extra 2 beach volley fields, if MOU Beachvolley needs to expand its business.
- If the company manages to launch great athletes, it might also attract sponsorships for future talents.
- The good relationship with the competitors has already shown some promises for the future. The Biitsi.fi arena already suggested that the official beach volley winter competitions could also take part in Mou's arena. While the use of Biitsi.fi arena for the competitions is not economically attractive for that company, it would be a great opportunity for Mou's business to get publicity, earnings and more customers.

7.1.4 Threats

Threats are external elements that can jeopardize the business' activities.

- The landlord might not continue the rental contract after the first years. To avoid unpleasant surprises, a minimum of 5 years rental contract was agreed on. It was also agreed that the rental price would be increased accordingly with the capacity usage. In that way, the more successful the business is, the most profit the landlord gets. It is a win-win situation for both parts and it guarantees that the landlord will also support the business development.
- A delay of the arena construction might cool down the enthusiasm for the project. In order to bring customers to the arena, no matter when it starts, the company has decided to organize a free tournament as official opening. So even if the enthusiasm has cooled down, it can again be heated up with a big event.
- Beach volley is a hobby for most people – it might be cut off during depression shift. A solution for a depression time would be to diminish the prices and or offer more discounts options, and consequently lower the profits, to keep the customers interested in the sport. In brighter times the prices could slowly go up again.

8 ACTION PLAN WITH MILESTONES

The action plan is a list of activities that the company must perform in order to achieve its goals and keep the company on the defined track. It lists and details the tasks to be done, who is responsible for its execution, the deadlines for the tasks, and which and how many resources will be available.

Many steps have been taking so far in order to implement this business plan. Meetings with the shareholders, with the owner of the arena, with sponsors and even with the competitors. However, although many decisions have been made, they have not yet been implemented. Here is the list of important tasks that should be executed to get the company ready for business:

- Register the company. A bank account has already been opened in the name of the company, and by middle May the last shareholder made the correspondent deposit for his share. Now that all the money is collected, it is time to register the company and the contract made by the shareholders. Deadline for this task is 15 of June 2012.
- Buy the service for the internet page and the online booking. Price research has been made already and the providers have been selected. Now it is time to draft the internet page and put it online. The web address domain has been selected, but it yet to be purchased. Deadline for this task should be end of June 2012.
- Build the arena's social area and courts. The arena is already being built by S&P Kuljetus ja Kone, and once the walls are up, the indoor construction can be started. S&P will also be responsible for building the social area, and it should start no longer than middle June 2012. The arena must be ready for functioning by the end of August 2012.

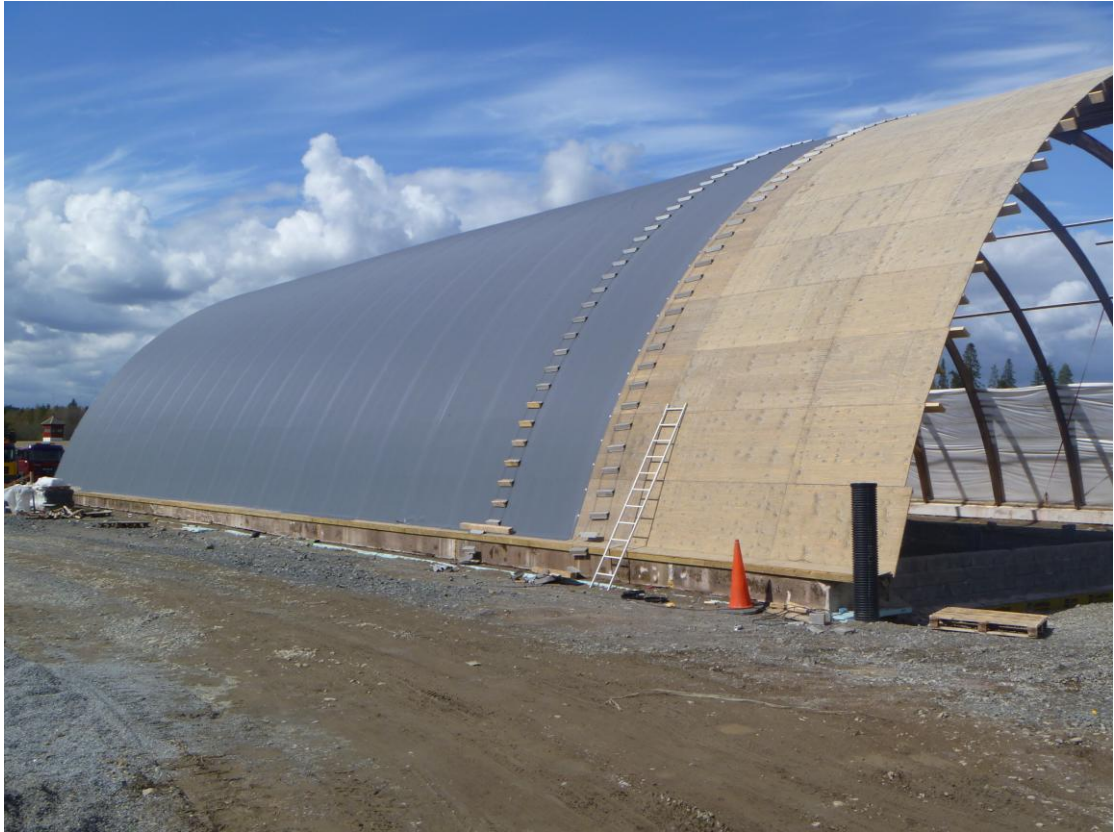


Figure 4: The arena – 19.05.2012



Figure 5: The arena from outside – 19.05.2012



Figure 6: The arena from inside – 19.05.2012



Figure 7: Inside the arena – 19.05.2012

- Organize the opening event – promote the tournament, define the timetable, the format, refreshments to be sold during the event, prizes (which can also be sponsored), etc. Even though the specific date should be defined when the construction is in an advanced stage, the marketing of the event should start already during the summer. The beach volley competitions should be the best opportunities to promote the opening event and the shareholders should take advantage of them by visiting the tournaments themselves. Since part of the shareholders also take part in the tournament themselves, this task should be easily accomplished. This task must be launched already in June and cannot be dropped until the opening event is over.
- Print t-shirts, stickers, pamphlets and other promoting material. Create a logo for the arena and print it in many different promoting tools. These materials should be worn and placed in cars, pubs, gyms, etc. It is important to have the homepage address in these materials, so people can be directed to the website for more information. The logo should be defined by the end of May and the material should be ready in the first week of June. The stickers should be in every shareholder's car and the t-shirts should be worn in every beach volley event during the summer.
- Organize juniors' trainings. The company has to organize the trainings timetable before the sales start, as the time slots will not be available for sale. Since the company intends to presale the permanent slots, these arrangements must be done by beginning of August.
- Advertise the juniors' trainings. Even though the advertisement has already started with the word-of-mouth, a proper advertisement with specific details, like schedules, prices, etc., must be done. The best time for that is in the beginning of school activities, in the middle of August. This task should start then and continue through the month of September.
- Organize matches for the official winter beach volley tournaments. The company has to schedule and book the days for the tournaments in order

to take those time slots away from the booking system. It also needs to prepare the registration programs and advertise the events. A couple of months before the events should be enough for scheduling the events, but the advertisement actions should take place during the whole time that precedes the matches.

Table 10: Timetable for Action plan

	June	July	August	September	October	November	December
Register the company							
Launch internet page							
Build the arena							
Organize opening eve							
Distribution of promotion material							
Schedule juniors' trainings							
Advertise juniors' trainings							
Organize winter tournament							

9 CONCLUSION

A business plan is a document that will detail the business idea and the means to implement it, and shows whether this business idea is viable or not. While writing this business plan, many new questions and ideas came up, some actions were needed to fix the course of the business development, and some changes were made in the business plan due to the course of the business development.

As much as it is known the importance of following the business plan while implementing the business activities, it is quite likely that the upcoming event will not follow 100% of what has been written here. Maybe some new threats or new opportunities will come up, and new directions might be necessary. However, with a business plan it is certain that the company can avoid facing too many unpleasant surprises.

This document will also serve as a “track keeper” when necessary. It is important to have registered the ideas, the justification for them, and the plans to implement them. In that way, one can always return to this document and analyze if the company is still in planned path, or if it found itself a better path.

A complete business plan includes more detailed information on financials than the one presented here. The unusual arrangement between Mou Beachvolley, S&P Kuljetus ja Kone and Mou Urheilijat, and the need to preserve the companies’ and the club’s images among Mouhijärvi’s inhabitants results in many extraordinary financial transactions. To come up with a cohesive balance sheet or cash flow, for instance, it would be necessary to work on those elements for the 3 parts mentioned, and that would be way over the limits of this thesis. The break-even analysis is tool enough to find out how the company can survive, and how far it can go. The main direction here was “keep it simple, keep it clean”.

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APPENDIXES

Appendix A – Tyrvään Sanomat

14 Tiistaina 20.12.2011 • Tyrvään Sanomat

LAVIA MOUHIJÄRVI SUODENNIEMI

UUTUUS

Mouhijärvelle Suomen toinen beach volley -halli

Syyskuussa avattava halli tuo yhden työpaikan

PIPSA PALANDER
toimitus.tyrvaansanomat@sps.fi

► Suomen toinen beach volley -eli rantalentopallohalli tulee Mouhijärvelle. Joutsenten reitti -kehittämisyhdistys puolsi myös toista sastamalalaishanketta.

S&P Kuljetus ja Kone Oy:n investointihankkeessa rakennetaan Tampere-Pori-tien varteen Mouhijärven Pynnärin teollisuusalueelle kaksikenttäinen beach volley -halli. Lajin harrastajamäärät ovat kasvussa, mutta halleja on vain yksi Helsingissä. Sadan kilometrin säteellä Häijästä asuu arviolta 800 beach volleyn harrastajaa.

Investointi on kannattava 20 vakiovuorokaudella ja 50 prosentin käyttöasteella. Halli synnyttää suoraan yhden uuden työpaikan ja se avataan 1. syyskuuta 2012.



MOU:N lentopall junioreiden kausi päättyi oman seuran väliseen turnaukseen. Voittajien on helppo hymyillä. Vas. Inka Lehtonen, Allisa Vuorinen ja Maris Jors.

Mouhijärven urheilijat

Junioritoiminta keskittyy jatkossa biitsiin

VIRPI STARKMAN
virpi.starkman@sps.fi

► Beach volleyta pelataan Mouhijärvellä pian ympäri vuoden. Yrittäjä Heikki Pärssinen rakentaa Mouhijärven Pynnärin alueelle kaarhallin, johon tulee 3 beach volley -kenttää. Pääyhteistyökumppanina hänellä on urheiluseura Mouhijärven Urheilijat, joka ostaa hallista peliaikaa.

Idea biitsihallin rakentamisesta on heitetty ilmaan puolileikkillä jo vuosia sitten, kertoo Jarkko Linnikko MoU:sta. Beach volley on Sastamalassa ja Mouhijärvellä kovassa nousussa. Kesäaikaan Mouhijärvellä pelataan biitsiä Rintasen kentällä Hyytilässä.

"Sieltä olemme saaneet rohkaisua hallihankkeelle, koska kävijöitä on paljon", Linnikko sanoo.

Mouhijärven tuleva halli on tiettävästi Suomen toinen beach volley -sisähalli. MoU:ssa uskotaan, että halli kerää kävijöitä laajalta alueelta myös Sastamalan ulkopuolelta.

"Halliin tulee 2 aikuisten kenttää ja 1 junnukenttä. Lisäksi sosiaalitilat suihkuihin ja saunoihin sekä katosoma ja kahvilatila."

Tulevaisuudessa sata junioria

MoU käynnistelee juniorilento palloa vuosien tauon jälkeen. Toiminta pyöryhti liikkeelle tänä syksynä ja ryhmät tulivat heti täyteen.

"Junioreita on nyt 25 ja tavoite on, että ensi talvena määrä olisi 50. 3-5 vuoden sisällä junioreiden määrää on tarkoitus kasvattaa sataan", Jarkko Linnikko suunnittelee.

Junioritoiminta keskittyy vastaisuudessa biitsin pelamiseen.

"Harjoitusajat koululla eivät riitä enää siinä vaiheessa, kun halutaan pelata toisistaan. Jatkossa, kun on oma halli, vuoroja on helpompi järjestellä."

Juniorit lähtevät pelaamaan sarjaan ensi talvena. Uuden hallin on määrä valmistua syyskuun alussa 2012. Rakentaminen alkaa vuodenvaihteen jälkeen.

Hallin pinta-ala on 850 neliötä ja korkeutta koko katonmuodella on 9 metriä.

Mouhijärvelle tulee Suomen toinen beach volley -halli

► Pynnärin teollisuusalueelle nouseva kaksikenttäinen halli sai rahoituspuollon Joutsenten reitiltä.

● Alueviesti

Joutsenten reitti -kehittämis-yhdistyksen hallitus käsitte- li kokouksessaan kuusi uut- ta hankehakemusta, joista neljän rahoitusta päätettiin puoltaa. Kaksi hakemusta jäi pöydälle lisäselvityksiä varten.

S&P Kuljetus ja Kone Oy:n investointihankkeessa rakennetaan Tampere-Pori-tien varteen Mouhijärven Pynnärin teollisuusalueelle kaksikenttäinen beach volley -halli. Lajin harrastajamäärät maassamme ovat olleet kasvussa, mutta halleja on vain yksi Helsingissä.

Sadan kilometrin säteel- lä Häijästä asuu arviolta 800 beach volleyn harrasta- jaa. Investointi on kannat- tava 20 vakiovuorolaisryh- mällä ja 50 prosentin käyttö- asteella. Halli synnyttää suo- raan yhden uuden työpaikan ja se avataan syyskuun alussa ensi vuonna.

Sivutuotevirrat kartoitetaan

Sastamalan Seudun Yritys- palvelu Oy:n Sivuvirroista lii- ketointia -esiselvityshank- keessa kartoitetaan Sastama- lan, Punkalaitumen, Huittis- sen ja Hämeenkyrön alueen

yritysten tuotannon sivutu- tevirtoja ja niiden hyödyntä- mismahdollisuuksia.

Hankkeessa selvitetään voidaanko yrityksiä aut- ta säästämään sivuvirrois- ta johtuvia kustannuksia ja löytämään sivutuotteille os- tajia tai nykyistä edullisem- pia vastaanottajia. Sivutuote- virrat voivat tarjota mahdol- lisuuksia myös uuteen liike- toimintaan, raaka-aineiden korvaamiseen ja yrityksen ekologisen jalanjäljen pie- nentämiseen.

Kansanoopperasta TV-taltiointi

Hämeenkyröläisen Heis- ka ry:n kehittämishankkees- sa tehdään suuren suosion saaneen Maan korvessa kul- kevi -kansanoopperan TV- taltiointi. Hengellinen kan- sanooppera kertoo kansan- perinteen kerääjänä kunnos- tautuneen vammaisen **Martti Myllyharjun** (s. 1888) tari- nan. 80 esiintyjän oopperaa on esitetty Hämeenkyrön, Ikaalisten, Parkanon, Ylöjär- ven ja Tampereen kirkkoissa yli 4 000 hengelle, muun mu- assa täpötäydelle Tampereen tuomiokirkolle.

Esitykset jatkuvat en- si vuoden puolella Pirkkan- maalla ja Etelä-Pohjanmaal-

la. Oopperan TV-taltiointi tapahtuu Martti Myllyhar- jun elämän autenttisilla pai- koilla, esimerkiksi Hämeen- kyrön Pentinmaalla vuoden 2012 aikana.

Hämeenkyröläisen Yrjö- län Marjatilän Ideoista tuot- teiksi -tuotekehityshank- keessa aloitetaan maata- loustuotteiden jatkojalostus maatilalla. Aiemmin puol- lettua laiteinvestointia tu- kevan hankkeen tavoitteena on kasvattaa suoramyntiti- lan tuotevalikoimaa hilloilla, mehuilla, sorbeteilla, säilyk- keillä, pakasteilla ja kuiva- tuilla tuotteilla. Samalla lisä- tään tilan kannattavuutta ja luodaan yksi uusi työpaikka.

Rahoituksesta varattu 89 prosenttia

Nyt puollettujen hankkeiden yhteenlasketut kustannuk- set ovat 370 000 euroa. Julki- sen tuen osuus summasta on kolmannes. Puoltojen jälkeen Joutsenten reitti ry:n vuosien 2007-12 rahoituksesta on va- rattuna 89 prosenttia.

Seuraavan kerran han- kehakemuksia käsitellään 2. helmikuuta. Tähän kokouk- seen tulevien hakemusten tulee olla perillä 25. tammi- kuuta mennessä.